#### CHAPTER V

MAINTENANCE MANAGEMENT SYSTEMS

#### A. Purpose and Need

The primary function of a wastewater collection, treatment and disposal system is to provide a means for removal of contaminates from the liquid water produced by domestic persons, commercial, and industrial users such that the environment may still provide beneficial uses. Contaminates may include organic matter, chemicals, and bacterial matter. Beneficial uses of the environment include water resources, recreation and asthetic considerations.

To assure that the goals of wastewater treatment are attained and maintained, a system of permits and compliance, with permit requirements, has been established which is administered by the Regional Water Quality Control Board. The Regional Water Quality Control Board has established certain standards for plant operation, among the reliability goals.

In order for the goals of wastewater treatment to be attained, treatment facilities are often constructed that contain large quantities of mechanical equipment. Since mechanical equipment by its very nature of incorporating, moving and rubbing parts wear and eventually become non-usable, and therefore, threatens the orderly operation of the equipment, so a system of repairs and operational assurances is necessary. Such a system is referred to as a Maintenance Management System.

A properly designed Maintenance Management System must speak to equipment operational assurances, equipment repair, cost tracking, and efficient personnel usage. When all of these factors of the program are put together and implemented, breakdowns will be lessened, equipment life will be extended, and costs will be minimized.

The format of this chapter will be organized to present the necessary information for the Maintenance Management System; so it may be easily understood and then implemented. The chapter will be divided into sections to present each facet clearly. The sections are as follows:

- -Equipment Record System
- -Maintenance Planning and Scheduling
- -Spare Parts Inventory
- -Maintenance Personnel
- -Cost Tracking

#### B. Equipment Record System

In developing an Equipment Record System, one of the first tasks is to devise a system to easily identify the equipment. If the system is to be placed on a computer data-file, then the name only would prove to be bulky. In the same respect, the name only, such as primary clarifier, does not readily identify which clarifier when more than one clarifier exists. In these respects, a numbering system must be devised that clearly identifys the piece of equipment. This is especially important if effective cost tracking is to be accomplished.

For the SAM facilities, a numbering system has been devised that not only satisfies the above needs, but also ties directly to the capital equipment inventory list. The system selected uses a eight digit base number. The number breaks down as follows:

#### XXYYZZZZ

Where XX represents the location of the equipment,
YY represents the number of the equipment in that location.

ZZZZ represents the Year of Acquisition.

The areas of the plant and facilities are identified as follows:

- 01 Pretreatment (Headworks)
- 02 Primary Treatment
- 03 Secondary Treatment
- 04 Disinfection
- 05 Effluent Disposal
- 06 Aerobic Digester
- 07 Sludge Dewatering
- 08 Water Systems
- 09 Service Air System
- 10 Landscaping
- 11 Miscellaneous Equipment
- 12 Portola Pump Station
- 13 Princeton Pump Station
- 14 Montara Pump Station
- 15 Lab/Administration
- 16 Transmission Lines

The rest of the Equipment Record System involves establishment of a "card system", upon which the desirable information may be recorded for future use. Before this can be done, the goals for the Record System must be established. As previously stated, the goals of the Maintenance Management System is to provide for operational assurance, effective use of manpower, and cost tracking. An additional consideration should be manufacturer's information regarding suggested spare parts, supplier, and nameplate information. When this information is readily available, clear management decisions can be made regarding the question, "repair of replace?", and if replace, "replace with like kind or a different brand?"

With the above considerations, the following system has been developed for the Sewer Authority Mid-Coastside (SAM) facilities.

1. Equipment Information Card-

This card contains information regarding the date of purchase, time of purchase, the manufacturers' representative, name plate information, manufacturer, suggested spare parts.

Repair Record Card-

This card contains information regarding repairs made to the equipment including date of repair, what work was done, who did the work, hours required to do the work, and total cost of the repair.

3. Preventative Maintenance Task Card-

This card contains a listing of the preventative maintenance tasks to be performed.

Samples of the above three cards are provided as Figures VO-1, V-2, and V-3. Each of the cards, of course, includes the equipment identifier numbers and location in addition to the above stated information.

When all three of the cards are judicially used by management, the following questions can then be answered.

- 1. Is the maintenance work on this item exessive?
- 2. Is the corrective maintenance repetitive?
- 3. When are breakdowns most likely to occur?
- 4. Is the preventative maintenance on a piece of equipment justified?

- 5. Can the maintenance be performed by outside contract?
- 6. Was the best use of manpower attained?
- 7. Is the data obtained sufficient?

In actuality, the Sewer Authority Mid-Coastside (SAM) facility does not use "cards" as such, as the above information has been put into a computer program readily and easily accessible for rapid data input and retrieval. The system has been designed to printout the card format when desired.

To make the system function, additional items must be implemented for the data to be available for input into the three card system. The forms required are the "work order form", and the "purchase requisition." These will be described under "Maintenance Planning and Building." In order for the system to produce the results desired, the data must be recorded. Paperwork generally is not the forte of the maintenance personnel. For this reason, the system must be made as simple as possible without sacrificing the desired result. It is anticipated that because of the limited staff and size of the plant, that the staff may at times feel overburdened with the paperwork. Personnel should be encouraged to complete the forms; so that the best utilization of manpower and available funds can be attained.

## C. Maintenance Planning and Scheduling

All maintenance work must be scheduled in order to prevent wasted manpower and disruption of treatment processes. Such scheduling will vary with the necessity of work to be done, time of year, and available manpower. Maintenance generally falls into three categories; Preventative, Routine, and Breakdown.

## 1. Preventative Maintenance

Preventative Maintenance is usually defined as that maintenance which is done to prevent or reduce wear leading to early breakdown to the item. Tasks which usually fit into this category are lubrication, oil changes, drive belt adjustment, housekeeping, washdown, loose parts tightening, etc. In every sense of the work, auditory and visual inspection also come under the category of preventative maintenance.

Generally speaking, preventative maintenance is a function of the operations staff because of the familiarity with the equipment and necessity to shut the equipment down to perform the assigned tasks. The operator is in the best position to know when a piece of equipment may be taken out of service to accomplish the service. In the Sewer Authority Mid-Coastside (SAM) facility, the operators are assigned the responsibilities for performing the preventative maintenance.

On Monday of each week a printout is obtained from the computer listing the preventative maintenance task to be performed for the week. The list is given to the operations staff, and the list from the previous week is turned in for examination by the Superintendent for completeness. A space is provided on the list for the person doing the work to initial the work done.

In this manner the person controlling the work assignment can determine if the work was actually performed.

#### 2. Routine Maintenance

Routine maintenance is usually defined as work that is performed on a regular basis to replace parts that have a known life expectancy. These parts may include gaskets and washers in the chemical feeders to the rotating parts in the pumps. Most manufacturers know from past experience what the life expectancy for various parts may be under certain service conditions. On critically operating equipment it is wise to schedule the replacement of these parts to prevent breakdown at critical operating times. The Work Order Form (Figure V-4), provides the tool for making their type of repair assignments. The Work Order Form will be devised later. Generally, these type of repairs would be accomplished by the maintenance staff.

Routine maintenance for some of the equipment is already scheduled in the preventative maintenance printout. When one of these type items appear in the schedule, a work order should be produced for issuance to the maintenance staff. The originator of the work order would be the person responsible for performing the preventative maintenance work assignments, in this case the Chief Plant Operator.

## 3. Breakdown Maintenance

Breakdown maintenance is usually defined as work required to re-establish normal operation of a piece of equipment that has unexpectedly failed. Such repairs are broad in range and cannot usually be planned.

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Figure V-3A

TYPICAL WEEKLY

PREVENTATIVE MAINTENANCE

WORK ORDER

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FIGURE IV- 4
DEEWER AUTHORITY MID-COAS DE

# WASTEWATER TREATMENT PLANT WORK ORDER

DATE ORDERED:	WORK COMPLETED:
EQUIPMENT/STRUCTURE:	
WORK TO BE DEREODMED.	
MATERIALS USED: <u>ITEM</u>	QUANTITY COST
MANHOURS REQUIRED:	
WORK PERFORMED BY:	
REMARKS:	

It has been estimated that in most plant maintenance programs, this type of repair accounts for thirty percent (30%) of the time of the maintenance staff, and eighty percent (80%) of the maintenance budget. As can be seen, this type of repair needs close attention to control costs.

The work order forms the basis of the control network for reassigning and subsequently assuring breakdown maintenance costs.

### 4. The "Work Order Form"

The Sewer Authority Mid-Coastside (SAM) facility will make use of the Work Order Form for maintenance work to be performed. The first Work Order Form is the weekly scheduled preventative maintenance tasks to be performed. This form is produced as a computer print-out. To obtain the form follow the following procedure:

- 1. Turn on printer, then computer.
- 2. Insert P Maint I (P Maint II Card (label should be toward screen).
- 3. Answer screen promptly with 2 type.
- 4. Type SETMISC (enter).
- 5. Answer prompt with  $\underline{0}$  (enter).
- Answer prompt with 1 (enter), 2 (enter), 2 (enter),
   (enter), 0 (enter).
- 7. Answer prompt with  $\underline{1}$  (enter),  $\underline{2}$  (enter),  $\underline{0}$  (enter).
- 8. Answer prompt with 0 (enter).
- 9. Type "INSTALL" (enter).
- 10. Answer prompt with YES.

- 11. Type "J".
- 12. Type (enter), (enter).
- 13. Type A.
- 14. Type  $\underline{Y}$  in answer to prompt.
- 15. Type DBASE.
- 16. Type today's date as formulated on the screen.
- 17. Type USE PMAINT I (for weeks 1 thru 26), or PMAINT II (for weeks 27 thru 52).
- 18. Type REPORT FORM PREMAINT for (WSS= "A" or LOXX= "(X) to print where XX equals week of year desired to be printed.
- 19. Set paper so printing head matches to beginning of page and press (ENTER).
- 20. When form has finished printing, type QUIT.
- 21. When red light goes off on disc drive remove disc and return to holder.
- 22. Turn off computer and then printer.
- 23. Remove printed form from printer.

Figure V-5 is a typical printout of the Preventative Maintenance schedule for one week.

The routine and breakdown "Work Order Form" (Figure V-4), is to be used in the following manner. The form is a three part form. The person who notices that repair work is to be needed on a piece of equipment fills out the form and returns the last copy. The original and yellow copy is then placed in the Superintendent's "in basket". The Superintendent then reviews the Work Order and assigns a priority rating, (a priority rating system is given in Figure V-6).

The original of the Work Order is then passed on to the lead mechanic for assignment. The yellow copy is retained by the Superintendent. When the work is completed, The Work Order is also completed and returned to the Superintendent who then has any data entered onto the repair record card for the equipment. The Superintendent's yellow copy is then marked completed and returned to the originator of the Work Order.

The Work Order Form for the Sewer Authority Mid-Coastside (SAM) facility contains information regarding the piece of equipment, what may be wrong, the name of the originator, the name of the person doing the repairs, the date initiated, the date the work was completed, what type of work completed, spare parts used, and time required to complete the work.

## 5. Purchase Requisition

Purchase Requisitions are used to advise and request management of the need for materials, supplies, or parts. The lead maintenance mechanic should always endeavor to fill out a Purchase Order well in advance of the actual need; so that parts and supplies will be on hand when required.

The standard procedure for handling the Purchase Requisition for maintenance supplies is as follows: The lead mechanic completely fills out the Purchase Requisition, after having obtained prices from more than one supplier if possible, and submits the Purchase Requisition to the Superintendent. The lead mechanic retains the copy for his own records. The Superintendent then reviews the Purchase Requisition and approves it, if it is within the budget and is reasonable.

After approval, the Purchase Requisition is then submitted to the Administrative Assistant for a Purchase Order to be issued.

A Purchase Requisition is shown in Figure V-7.

## 6. Organization of Maintenance Staff

The recommended staff for the maintenance division includes three and three quarter persons. Since the equipment is mostly new, the full maintenance staff was not hired the first year of operation. However, as the equipment ages the full staff will be necessary to properly maintain the plant equipment. The peak maintenance demand is usually reached about the third year of operation.

The ultimate organization would be an arrangement between mechanics, plant operators and laborers (or OIT), to accomplish the total maintenance program. Under this scheme, the mechanics would handle the routine and breakdown maintenance along with remodeling work. The operator would be responsible for the preventative maintenance. One of the laborers would be responsible to assist the mechanics when needed and would do yard and building maintenance.

One of the mechanics is the lead mechanic and is responsible for assigning Work Orders, and for completing Work Orders and Purchase Requisitions. The lead mechanic works directly under the supervision of the plant Superintendent. It is anticipated that some cooperation between the maintenance division and the operations division will have to occur, if the best use of time and manpower is to be practiced.

#### 7. <u>Inventory Control System</u>

The plant inventory has been divided into equipment, structures, furniture, vehicles, and space parts. The equipment and structures inventories are considered to be the capital inventory. The total amounts of each of the furniture, vehicle, and spare parts inventories are also carried to the capital account. Each of these inventories has been placed on the computer for ease of access and use.

As far as the Maintenance Management System is concerned, we will discuss only the spare parts inventory in this section.

The data base for the spare parts inventory has been setup in the computer to allow for input of purchases and usages; so that at anytime a printout can be attained showing the status of the inventory. The most recent time of purchase and the unit price last paid is also shown on the inventory list.

The system operates as follows:

The spare parts were inventoried when Sewer Authority Mid-Coastside (SAM) assumed operation of the facility. Since that time additional spare parts have been received by either purchase by SAM or by acquisition through the facility construction contract. All of the information has been entered into the data base. Future purchases will also be entered into the data base as well as parts usage as listed on the Work Orders. A monthly report of the inventory will be generated.

Those items that have remaining stock less than a present minimum amount are flagged in the report. The flagged items are then placed on Purchase Requisitions for immediate replacement.

Spare parts are stored on shelves provided for that purpose in the maintenance and spare parts storage building. No parts should ever be removed from the shelves unless the part is entered on a Work Order Form. If control of the spare parts is to be maintained, it is absolutely essential that these procedures be followed at all times.

The stocking of spare parts is governed by the following factors:

- -Availability of part.
- -Backup equipment availability.
- -Anticipated frequency of breakdown.
- -Ability to store part, without damage occuring to the part.
- -Essentialism of equipment to process.

Before a spare part is placed on the shelves, an evaluation of the advisability of stocking the part should be made. It is not enough to simply say we need the part. Care should be exercised not to store parts that will become damaged or useless due to corrosion or deterioration while it lays on the shelf. The storage area is heated to prevent moisture from accumulating. The above five considerations should be looked at very closely.

#### D. Specific Maintenance Instructions

#### .1. MANUFACTURER'S INSTRUCTIONS

The manufacturer of each piece of mechanical equipment has provided a complete set of installation, operation and maintenance instructions.

The manufacturer's instruction manuals have been assembled in separate binders. These binders are kept at the Treatment Plant for the operator's use. The instructions they contain must be referred to for detailed information on maintenance.

## 2. MAINTENANCE OF STRUCTURES AND BUILDINGS

Painting

Painting of plant components at reasonable time intervals will make cleaning an easier chore, and will help to prevent rust and deterioration of tankage and equipment. Use of proper surface preparation techniques and application of proper coatings will provide long term advantages even though the initial cost and time required may be great. If surfaces are recoated at proper intervals it may be that only the top coat will have to be applied rather than complete replacement of base coats. Paint manufacturers provide excellent guidelines on the use of their products for various services.

Figure V-3B
PREVENTATIVE MAINTENANCE TASKS
DATA BASE

# PREVENTATIVE MAINTENANCE DATE

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	0207	CHECK OIL LEVEL	
	020701	PRIMARY SLUDGE PUMP :	
	0208	CHECK OIL LEVEL	
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	02100 <sub>1</sub>	SUMP FUMP :	,
	021002	CHECK FLOAT CONTIROL	,
	021002 0211	LUB ROD WASHER	SAE 30
	021101	SUMP PUMP :	
		CHECK FLOAT CONTROL	
	021102	LUB ROD WASHER	SAE 38
,	0306	SECONDARY CLARIFIER 1	
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	120205	CHECK BELT TERSION	
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	120200	DRAIN AIR FROM AIR RECEIVER	
	120301	HOT WATER BOILER	
	120301	FLUSH WATER LOVEL CONTROLS	
	120362	CHECK SAFETY VALVES	MATERIA (III) - IIII N IIII N III
	120401	CHLORINATOR 1	
	1205	CHECK FOR LEAKS	
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	120561	CHECK FOR LEAKS	
	1217	CHLORINATOR 3	
	121701	ENGINE GENERATOR	
	121702	EXERCISE WITH LOAD	
	121702	WEEKLY MAINTENANCE	
	121711	CHECK PATTERY CHARGER	
		CHECK COOLING SYSTEM FAN	
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	1220	AIR FILTERS	
	1.22001	CHECK, REPLACE IF NEEDED	
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	131202	CHECK OIL LIVE	SAE ROND
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	141602	LUB EXTENSION ASSEMBLY	SAE 20 ND
	141603	LUB GEAR REDUCER	SAE 20 ND
	141604	LUB GUIDE BEARINGS	#2 EP
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## LIST OF

EQUIPMENT MANUFACTURERS

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I T E M	MANUFACTURER	SUPPLIER
Air Compressors	Kellog-American Model 462 TV	King Knight 602 Christie Avenue Emeryville, CA 94608
Boilers	Rite Engineering & Manufacturing, POB 310-9441 Washburn Rd. Downey, CA Thrush Pumps	Heat Transfer Equipment Co. 20 Linden Avenue South San Francisco, CA 9408
CHLORINATION EQUIPMENT	Wallace & Tiernan Div. Pennwalt Corp. 25 Main Street Belleville, NJ 07109	Borges & Mahoney, Inc. 372 Vwl Marin Keys Blvd. Suite "K" Novato, CA 94947 415
Chlorinator	Wallace & Teirman Lafatte, CA 94559	
Chloroscale	Force Flow Equipment 3467 Goldengate Way	
Chlorene Repair Kit	Clorine Specialties 123 Holloway S.F. 94112	
hlorine Detector	Wallace & Tiernan	
Circulating Pump: Boiler Valves	Thrush Products, Inc. P.O. BOx 228	Heat Transfer 20 Linden Avenue South San Francisco, CA 9408
Communitors	Worthington Pump Co. Harrison, N,J. 07029	J.H. Pillow, P.O.B 1209 Pleasanto, CA 94566 415 462-2210
Chain Hoists	American Chain & Cable Hoist & Crane Div. 1110 E. Princess St. York, PA 17403	Walter Wyman 1832 Second Street Berkeley, CA 94710 415- 845-3990
Eccentric Valves	DeZurik Sartell, MN 56377	Leighton Stone Corp. 790 Tennessee St. San Francisco, CA 94107
Fuel Oil Pumps	Viking Pump Division Houdaille Industries Cedar Falls, Iowa 50613	Power Machine Co.
Float Valves	Aqua-Matic Inc 2412 Grant Ave. Rockford, IL 61101	Robert A. D/Elia, Inc. 1290 Howard Avenue Burlingame. CA 94010 415 348-3888

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## MANUFACTURER

## SUPPLIER

## Fuel Oil Tanks & Guages

Petroleum Equip. Distributo 23352 Clawiter Road Hayward, CA 94545

Gauges

Pen Berthy

Frost Engineering Service

7980 Capwell Drive Oakland, CA 94621 415 568-7000

Gauges

Ashcroft/Dresser Indistrial Valve & Instrument Div. Straford, CN

Leighton Stone Corp. 790 Tennessee

San Francisco, CA 415 285-3600

Generators

Engines: Cummins

Zia Kahn Associates NT-855-G White Hercules 330 N. Edison Street

D-4800TA

Generators: Lima W/C

P.O.B. 8520 Stockton, CA 95208

1047 Frame 580

Lima W/c

812 Frame 440

, llydropnuematic Tanks/Air Gap Tanks

Phillips & Associates 3871 Piedmont Ave. Oakland, CA 94611 415 653-9752

pdor Control Lquipment

Western Technology Associates Anaheim. CA 92806

Shamrock Engineering Co. 845 Malcolm Road Burlingame. CA 94010 415 679-3326

Pressure Switches

Jensen Instrument Co 345 Littlefield Ave. So. S. F. CA 94080

Jensen Instrument Co. 345 Littlefield Ave. S. S. F. CA 94080

Pressure Switches

Jensen Instrument Co 345 Littlefield Ave. So. S. F. CA 94080

345 Littlefield Ave. 345 Littlefield Ave. So. S. F. CA 94080

Refrigerated Air Dryer

Deltech Engineering, Inc Power Machine Co. Century Park Newcastle, DE 19720

5768 Shellmound Street Emeryville, CA 94608

Roll-Up Doors

Cookson Co.

Cookson Co. 700 Pennsylvania Ave. San Francisco, CA.

Sewage Pumps And Motors

Pump Manufacturer: Clow Corp-Pump Div. 1999 N. Ruby St. Melrose Park, IL 60160

Envirotro1 101 Casa Buena CorteMadera, CA 94625

Motors Manufacturer: U.S. Motors Div of Emerson Electric Co. 125 Old Gate Lane Milford, CN 06460

MANUFACTURER

Sluce Gates

Waterman Industries

P.O. Box 458
Exeter, CA 93221
209 592-3174

Sump Pumps

Pacific Pumping Co
P.O.B. 12924
Oakland, CA 94604
415 562-5628

Paco Pumps

Pacific Pumping Co P.O.B. 12924 Oakland, CA 94604 415 562-5628

Water Pumps

- <u>B I B L I O G R A P H Y</u> -

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